

Influence of Training, Organizational Culture, Work Motivation, and Job Satisfaction on the Employee Performance at Defence Industry in the Province of West Java, Indonesia

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ARTICLE INFO

Article History:

Received: 07 Dec 2016;

Received in revised form:

14 Dec 2016;

Accepted: 14 Dec 2016;

Published online: 14 Dec 2016.

Key words:

Organizational Culture,
Work Motivation,
Training,
Job Satisfaction,
Performance.

ABSTRACT

The purpose of this study is to analyze the influence of Training, Organizational Culture, Work Motivation, and Job Satisfaction on the Employee Performance at Defence Industry in the Province of West Java. The research design used in this study is causal design which explains the causal relationship. The research location is in West Java Province while the research objects are 3 companies with 210 persons as nonmanagerial staff to be employed. The sample selection used simple random sampling. This dissertation draft used primary data from questionnaire filled out by the respondents. The method of research used descriptive statistics and Structural Equation Modeling (SEM). The results showed that the Training has significant impact on Performance, Organizational Culture has positive and significant impact on Job Performance, Work Motivation has positive and significant impact on Performance, Job Satisfaction has not significant effect on Performance, Training has positive and significant impact on Job Satisfaction, Organizational Culture has not positive and significant impact on Job Satisfaction, Work Motivation has positive and significant impact on Job Satisfaction, and Organizational Culture has positive and significant impact on Work Motivation. The descriptive analysis shows that the level of Training, Organizational Culture, Work Motivation, Job Satisfaction and Employee Performance of employees in West Java province is at a positive level. The findings of the research are Job Satisfaction has not significant effect on Performance and Organizational Culture has not significant effect on Job Satisfaction.

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INTRODUCTION

In Indonesia there are various industrial production to meet the needs of consumers, one of the industry, which is the object of this research is the Defense Industry or Military

How to cite this article: Sipahutar, H., Wibowo., Umar, H., & Riady, H., (2016). "Influence of Training, Organizational Culture, Work Motivation, and Job Satisfaction on the Employee Performance at Defence Industry in the Province of West Java, Indonesia". *International Journal of Advanced Scientific Research & Development (IJASRD)*, 03 (04/III), pp. 170 – 186.

Industry. Defense industry is a national industry (public or private) whose products can be utilized in the interests of national defense. More specifically, the defense industry is part of the national industrial that specifically have the ability or the potential that can be developed to produce products such as weapon systems, equipment and supplies, administrative support, logistics and services for the benefit of the organization of national defense. Performance of the companies in the defense industry can be seen from the ability to manage their resources and anticipate the impact of the external aspects: the opportunities that can be achieved and the threats to be avoided.

The number of companies in the Defence Industry in Indonesia based on data in 2015 there were 53 companies spread throughout Indonesia with diversified products. In this study, the companies that were sampled only company located in West Java Province, see Table-1.

Table – 1: List of Companies

No.	Company Name	Adress
1	PT. Dirgantara Indonesia	Jl. Padjadjaran No. 154, Bandung
2	PT. Pindad	Jl. Gatot Subroto, No. 512, Bandung
3	PT. Len Industri	Jl. Soekarno-Hatta, No. 442, Bandung

PT. Dirgantara Indonesia is a company that manufactures and sells aircraft. PT Pindad is a company that manufactures and sells various types of weapons, ammunition, explosives commercial and combat vehicles. PT LEN Industri is a company that manufactures and sells products in the field of Industrial Electronics and Infrastructure, which includes the areas of Broadcasting, Multimedia, Information Technology, Telecommunication Networks, Systems, Control and Settings, Navigation, Signalling Railway, Electronics Marine (Maritime), Electronics flights (Avionics), and Defence Electronics.

Human resources are the most valuable capital of the company to achieve the mission and vision. The Company believes that human resources is the human capital at the same time plays an important role in the optimization of business growth in the era of globalization. But, based on the results of preliminary studies on 3 companies, indicated the existence of issues related to human resources: the work culture is different between senior-junior employees, decreased employee discipline, using of information technology (IT) inconsistent, weak professional attitudes of the leaders in pursuit of corporate profits. Other human resource issues indicated are: 1) Satisfaction of employees is still low; 2) The implementation of the training program and practice of the work undertaken by the company does not meet expectations; 3) Decreased work motivation; 4) The working environment in the company is less comfortable; 5) Apathy on the company; and 6) The employee loyalty to the company weakened.

The following are the objectives of the study:

1. Determine the influence of training on employee performance.
2. Determine the influence of organizational culture on employee performance.
3. Determine the influence of work motivation on employee performance.
4. Determine the influence of job satisfaction on employee performance.
5. Determine the influence of training on employee job satisfaction.
6. Determine the influence of organizational culture on employee job satisfaction.

7. Determine the influence of work motivation on employee job satisfaction.
8. Determine the influence of organizational culture on employee motivation.

1.1 Literature Review

(a) Employee Performance

Employee performance is a record of the results obtained from the specific job functions for a certain period of employee (Bernardin and Russel: 2008) and according to Mathis and Jackson (2011) the employee's performance is something that has been done and not done by employee. John (2012) stated that the object of the performance appraisal evolved from individual-centered approach moving towards employment (job centered) and finally centered on the target (objective centered). Individual-centered approach is evaluating the character or personal characteristics of an individual. Job centered approach is more focused on the behavioral approach. Finally, the approach shifted towards output orientation, that person's performance ratings based on results (outputs). Employee performance appraisals are done properly in accordance with its function would benefit the company because it can improve performance.

The dimensions of the employee performance according to Dessler (2012) consists of five dimensions, 1) Quality of Work, is characteristic of a job that can show the level of needs and desires that are expected by a person; 2) The quantity of work, is the amount of work successfully completed by the employee in accordance with the job description in a specified period; 3) Supervision, is the attitude of giving landing a job or duty of superiors to subordinates who lack the knowledge and skills; 4) Presence, is the level of attendance of employees in the workplace; 5) Creation, is the attitude or activities to protect, maintain and allocate something. According Bernardin and Russel (2008), the dimensions of employee performance consists of: 1) Quality, which shows the level of the work process or the work that has been achieved from a job; 2) Quantity, which is the amount of product produced expressed in the currency, the number of production units, or the number of cycles of activities have been completed; 3) Timelines, namely the speed of a work that has been completed within a predetermined time; 4) Cost Effectiveness ie the maximum level of use of the existing resources in doing a particular job; 5) Supervision, namely the extent to which an employee can complete the work without the need for supervision; 6) Interpersonal impact, that levels of the circumstances in which employees can create a comfortable atmosphere in the work, confident, doing good, and work together with colleagues.

Based on the dimensions of the employee performance that have been raised and adapted to this study, the composition of dimensions of employee performance are: Quality of Work, Quantity of Work, Conservation, and the Impact of Interpersonal.

(b) Job Satisfaction

Job satisfaction is an employee's emotional for suitability between the value of remuneration provided by the company and the value of remuneration desired by employee. Remuneration can be in the form of financial or non-financial (Mathis and Jackson: 2011). According Wexley and Yukl (2010) job satisfaction is an individual thing that can affect employee absenteeism, turnover employees, laziness in work, grievances and other

personnel problems. Mink *et al.* (2001) states that one of the important objectives of human resources management is the creation of job satisfaction and their organization members will improve work performance. Dessler (2012) states that job satisfaction does not necessarily affect the performance.

The dimensions of job satisfaction according to Hampton, Summer and Webber (2008) are: 1) Individual, ie age, health, and an optimistic attitude; 2) Social, ie public gaze, recreational opportunities, trade union activity, political freedoms and public relations; 3) Employment, ie wages, supervision, working facilities, communications, and fair treatment. According to Locke in Sempante *et al.* (2002) dimensions of job satisfaction are: 1) job intrinsic, including the quantity of work, responsibility, autonomy, control over work methods, and creativity. 2) Fair wages and employee benefits; 3) Supervision; and 4) The working conditions. According Luthan and Farin (2002) dimensions of job satisfaction are: 1) Work Itself), 2) Supervision; 3) Rewards; 4) Promotions. Promotion is the transfer of employees from the post office to the other. 5) coworkers. Coworkers are relationships among co-workers in providing support. According Wexley and Yukl (2010), dimensions of job satisfaction are: 1) Variety of work; 2) The identity of Work; 3) Interests the job; 4) Autonomy; and 5) Feedback.

Based on the dimensions of employee job satisfaction, adapted to this study, the composition of the dimensions of employee job satisfaction are: the work itself, supervision, benefits, coworkers and miscellaneous works.

(c) Job Motivation

According to Mathis and Jackson (2011) motivation is defined as a psychological process that causes arousal, direction and persistence of measures aimed to achieve a goal. Gibson, et al. (2012) states that motivation is a concept that describes the forces that exist within the employee who can guide the behavior of the person. Process motivational shaped continuous cycle moving in a circle. Its speed will be reduced when approaching the destination.

According to Dale (2010), motivation is the driving force for a person to contribute largely to the success of the organization achieve its objectives. The impetus cause employees to work towards achieving the goals consciously or unconsciously. According to Robbins (2008), motivation is the individual's willingness to expend effort high to achieve organizational goals. Motivation to work according to Newstrom (2011) is the result of a collection of internal and external forces that cause workers choose the appropriate way to act and use of certain behaviors.

The dimensions of work motivation according to Martin (2001) are: 1) Adaptive cognitions, consisting of self-efficacy, valuing, and mastery orientation; 2) Adaptive Behavior, consisting of planning, task management, and persistence; 3) Impeding cognitions, consisting of failure avoidance, anxiety, and uncertain control; 4) maladaptive Behavior, consisting of self-handicapping and disengagement. Ruitenberg and De Beer (2012) stated that the dimensions of work motivation consists of 1) Work Content, this dimension relates to the work itself; 2) Payment of Wages, related to the amount and manner of remuneration; 3) Promotion, relating to the opportunity to gain a better career; 4) Recognition, relating to feedback on the work; 5) Benefits, relating to the other benefits of

working, such as pensions, health and others; 6) Personal associated with feelings about the learning and working conditions in the future; and 7) Leaders related to the leadership style of the boss.

Forsyth (2010) stated that the dimensions of Work Motivation are: 1) Supervision, the relations between superiors and subordinates; 2) Reward the employee, which is related to how the attitude of management towards the employee's behavior; 3) The quality of the work group members, which is associated with quality partners in cooperating completing group work and participate maintain good relations among group members. 4) The condition of being responsible job, which is associated with a workload, occupational risks and means of supporting the work. 5) Personality. If the employee's personality according to the type of work, the employees are more motivated to work.

Based on the dimensions of Work Motivation that have been raised, the composition dimensions of Work Motivation in this study are: Supervision, Esteem, Coworkers, Work Conditions, and Personality.

(d) Training

Pepitone (2006) stated that the training is a basic method of modeling for the purpose of standardized tasks that complement those in doing the work productive and effective. Employee can finish the job properly, but the employee was able to do the work according to standards, quality, and quantity with good behavior appropriate regulatory organizations are not easily found. Whitmore (2009) states that the training sought to acquire technologies that enable people to do so in accordance with the standards. Dessler (2012) states that training is an effort that is planned systematically to modify and develop knowledge / skills / attitudes through learning from experience to achieve performance effectively.

In terms of evaluating the results of training, Bramley (1996) states that there are two ways to evaluate: the individual employee and the organizational change. In terms of individual employee, that are evaluated: a) How to increase the knowledge of employee on the job; b) How to increase job skills; c) How to increase employee attitudes and behavior on the job; and d) How to increase the effectiveness of employee. In terms of organizations that are evaluated: a) How to increase the effectiveness of its working groups; b) How to increase the effectiveness of the organization; c) How to increase cost efficiency.

The dimensions of Training according to Kickpatrick (2010) are: a) Reaction, it is the feelings of the participants of the training and learning experience; b) Learning, it is a measurement of the increase in knowledge between before and after the study; c) The behavior, d) Results, it is the impact on the business or environment trainee. According Papitone (2006), the dimensions of training consisting of: a) Analysis of position, b) Analysis of training needs, c) Training, d) Training programs, and e) Evaluation of the results of the training. According to Belcourt, Wright and Saks (2010), the dimensions of training are: a) Increased employee productivity or performance, b) Increasing the achievement of objectives of the organization, c) Investments employees for business success.

Based on the dimensions of training that have been raised, the composition of dimensions for this study are: Reaction, Learning, Behavior, and Results.

(e) Organizational Culture

Schein (2014) stated that culture is a basic assumption that discovered or developed by a group of people where they learn to solve problems, adapt to the external environment, and integrate well to resolve the issue properly. Therefore, culture is taught to new members in an appropriate manner. McKenna and Beech (2000) defines organizational culture is the values, beliefs, attitudes and behaviors held by members of the organization. Kreitner and Kinicki (2005) argues that organizational culture is a notion that is owned, implicitly accepted by the group and determine how these groups feel, think, and react to its environment are diverse.

According Kreitner and Kinicki (2005), culture has several functions in the organization. First, hold the key to the limits, meaning a culture of creating differences between one organization to another. Second, create a cultural identity of members of the organization. Thirdly, culture helped create employee commitment to the organization that is greater than the individual interest. Fourth, culture improves the stability of the social system. Each organization is able to build and develop the culture of the organization in accordance with the demands of the external environment, the culture will have an effective and efficient to improve performance to meet the needs of stakeholders and existence.

The dimensions of organizational culture according to Schein (2014) consists of three dimensions, namely: a) External adaptation tasks, consisting of the mission, goals, basic facilities, and the measurement of success; b) Internal intergration tasks consist of restrictions in the group, the placement status / power, and the relationships within the group; and c) Basic underlying assumtions consists of a relationship with the environment, the nature of the activities of employees, the nature of time, and the nature of the relationship between employees. According to Greenberg (2005), dimensions of organizational culture, that is: a) Company founder. Cultural organizations working can be traced, at least in part, on the company's founder.; b) Experience with the environment. Cultural organizations often develop outside the organization's experience with the external environment; c) Contact with others. Organizational culture is also growing outside the contact between a group of individuals within the organization who came to share the interpretation of events and activities within the organization.

Furthermore, Robbins (2008) mentions the seven dimensions of organizational culture, namely: a) Innovation and risk-taking, namely the extent to which employees are encouraged to be innovative and take risks; b) Attention to details, namely the extent to which employees are expected to exhibit precision, analysis and attention to detail; c) Orientation results, namely the extent to which the management focus on results rather than on the techniques and processes used to achieve those results; d) Orientation of people, namely the extent to which management decisions take into account the impact of the results of the employee; e) Orientation teams, namely the extent to which work activities are organized based on the team; f) Aggressiveness, namely the extent to which employees are aggressive and competitive; and g) Stability, namely the extent to which the organization's activities emphasize the maintenance of the status quo.

Based on the dimensions of organizational culture that has been raised and adapted to this study, the composition of dimensions used Organizational Culture are: Cultural Power, Cultural Strategy, Supporting Culture and Cutural Achievement.

CONCEPTUAL FRAMEWORK AND HYPOTHESIS

(a) Influence of Training on Employee Performance: The training was conducted by employees in a structured way in order to improve work skills will have a positive impact also on the results of the employee in accordance with the standards and targets to be achieved. When employees have adequate working skills on the training results it is expected that the results of performance will increase. This is consistent with several studies that have been conducted by Sultana, et al. (2012), Farooq (2011), and Ameeq-ul-Ameeq and Hanif (2013).

H₁: Training influence on employee performance.

(b) Influence of Organizational Culture on Employee Performance: An organizational culture that is owned by the company and appreciated by employees will create peace, focus on work and impact on the performance. This statement is supported by several studies of Adriana and Ursula (2009), Adebayo (2011), as well as Athens and Simosi (2006).

H₂: Organizational culture influence on employee performance.

(c) Influence of Work Motivation on Employee Performance: Work motivation is inside a person that can drive behavior in completing a job. Thus, a person's performance is strongly influenced by his motivation. This statement is supported by several studies of Chaudhary et al. (2014), Chukwama et al. (2014), and Hashim et al. (2014).

H₃: Work motivation influence on employee performance.

(d) Influence of Job Satisfaction on Employee Performance: Employee satisfaction can be achieved if its expectations through the work accomplished. High employee satisfaction will encourage motivation and consistency workmanship to generate jobs according to standards. Therefore, reasoned that job satisfaction can be a positive influence on employee performance. This statement is supported by several studies of Perera et al. (2014), Pushpkumari (2015), and Depedri et al. (2010).

H₄: Job satisfaction influence on employee performance.

(e) Influence of Training on Employee Satisfaction: The training needed by employees to tasks can be carried out quite well, so that they feel the satisfaction of their work. Thus, a good training will have a positive impact on employee job satisfaction. This statement is in accordance with some previous research by Sydney (2008) and Cooney et al. (2002).

H₅: Training influence on Employee Satisfaction.

(f) Influence of Organizational Culture on Employee Satisfaction: As already explained, the organizational culture of the company and appreciated by employees will create peace and focus on work. The focus of the work will produce works that can satisfy the employee. This statement is in accordance with some of the results of previous studies conducted by Peter and John (2004), Xiaohui (2007), and Kwantes (2009).

H₆: Organizational culture influence on employee job satisfaction

(g) Influence of Work Motivation on Employee Satisfaction: As already explained, motivation is the driving force for a person to contribute largely to the success of the organization and the employee satisfaction. Thus, employee motivation will have an impact on job satisfaction when driven by good workability and generate jobs in line with expectations of employee. This statement is in accordance with some of the results of previous studies conducted by Singh and Vivek (2011), Ahmed et al. (2010) and Jehanzeb et al. (2012).

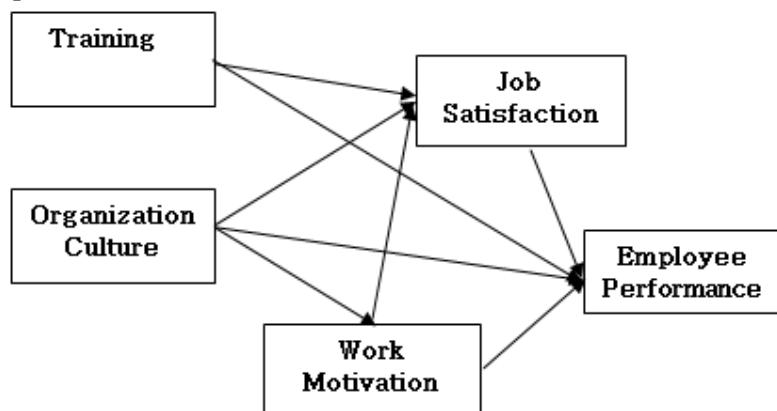
H₇: Work motivation influence on employee job satisfaction.

(h) Influence of Organizational Culture on Employee Motivation: Organizational Culture representing the character of an organization that directs employees to behave in everyday work as well as guidelines on how to behave and communicate within the organization. However, the organizational culture may be incompatible with some employees, so that employees should strive to follow the existing culture. If the employee fails to follow it, then it will have an impact on employee motivation is declining, but for employees who are able to adjust it, the motivation can be increased. This statement is in accordance with some of the results of previous studies conducted by Smrita et al. (2010), Yamsul et al. (2013).

H₈: Organizational Culture influence on Employee Motivation.

Based on the results of the review of the influence among variables, it can set the conceptual model of this study, as in Figure 1.

Figure – 1: Conceptual Model



MATERIAL AND METHODS

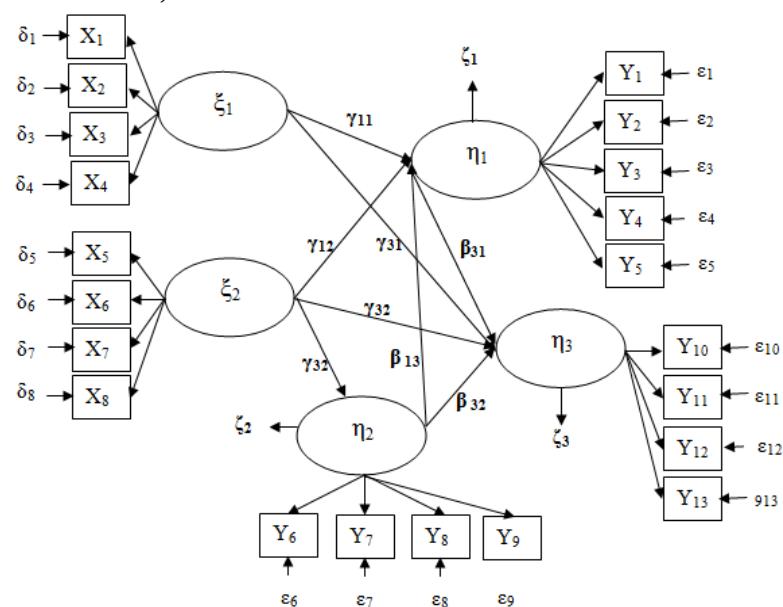
The object of this study are the companies of the group Defence Industry domiciled in West Java Province, Indonesia, namely PT. Dirgantara Indonesia (Persero), PT. Pindad (Persero) and PT. Len Industri (Persero).

This study uses primary data collected through questionnaires by senior managers. Items questions on the questionnaire has been prepared based on the dimensions of each variable, namely: Training consists of four dimensions and 11 indicators; Organizational Culture consists of 4 dimensions and 8 indicators; Work Motivation is composed of four dimensions and 9 indicators; Job satisfaction consists of 5 dimensions and 10 indicators;

and Employee Performance consists of 4 dimensions and 8 indicators. Each item come with alternative answers using a Likert scale, where 1 = strongly disagree to 5 = strongly agree.

The questionnaire as a research instrument has been tested for validity and reliability, and has been answered by 210 respondents selected through stratified random sampling in May 2016. Descriptive analysis for all indicators and dimensions using SPSS software ver. 21, while the analysis to test the research model using SEM (Structural Equation Modeling) assisted by Lisrel software ver. 8.8. The structural models and measurement models, see Figure 2.

Figure – 2: Research Model, Lisrel Version



a. Structural model equation

$$\eta_1 = \gamma_{11} \xi_1 + \gamma_{12} \xi_2 + \beta_{13} \eta_2 + \zeta_1$$

$$\eta_2 = \gamma_{32} \xi_1 + \zeta_1$$

$$\eta_3 = \gamma_{21} \xi_1 + \beta_{21} \eta_1 + \gamma_{22} \xi_2 + \beta_{23} \eta_2 + \zeta_2$$

b. Measurement model equation

$$X = \lambda_x \xi + \delta$$

$$Y = \lambda_y \eta + \epsilon$$

RESULTS

(a) Descriptive Analysis

Table 2 is a summary of the average value of each indicator into the average value of the dimensions, and the average value of each dimension to the average value of each variable.

Table 2. The Average Value of Each Dimension of Variables

Variables and Dimensions	Average (1 - 5)
Training	3,76

Reaction	3.92
Learning	3.76
Behavioral	3.74
Outcomes	3.63
Organization Culture	3,79
Inovation	3.62
Detailing	3.80
Output Orientation	3.76
Team Orientation	4.01
Job Motivation	4,04
Esteem	4.07
Work Condition	3.97
Work Benefits	4.05
Personality	4.06
Job Satisfaction	3,54
Work itself	3.66
Supervision	3.56
Wages	3.21
Co-workers	3.95
Work variation	3.36
Employee Performance	3,82
Quality	3.83
Quantity	3.75
Conservation	3.82
Interpersonal	3.90

Based on Table 2, it is known that the highest ratings are the motivation to work, and the lowest is job satisfaction. The main cause of low of job satisfaction is the reward.

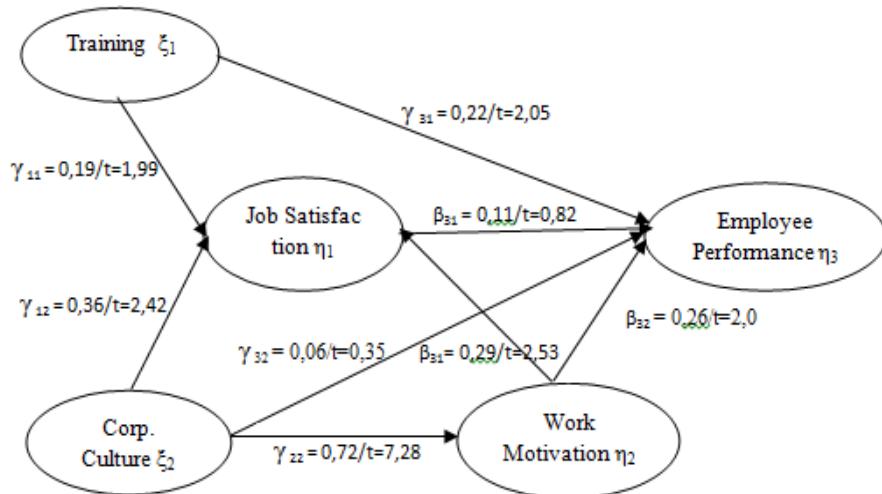
(b) Causality Analysis

Analysis of the measurement model (see Figure 3), it is known that the entire value of the loading factor is greater than the t-value of 1.96. Thus the results of the analysis are declared valid. Similarly, the reliability test, it is known that the entire value of CR (Construct Reliability) above 0.70 and the value of VE (Variance Extracted) is above 0.5. Thus, the value of reliability are met.

Analysis of the structural model (see Figure 3) that examines the effect between latent variables, it is known that the Training has significant impact on Performance, Organizational Culture has positive and significant impact on Job Performance, Work Motivation has positive and significant impact on Performance, Job Satisfaction has not

significant impact on Performance, Training has positive and significant impact on Job Satisfaction, Organizational Culture has not positive and significant impact on Job Satisfaction, Work Motivation has positive and significant impact on Job Satisfaction, and Organizational Culture has positive and significant impact on Work Motivation.

Figure – 3: Computer Output (Modified)



Furthermore, it can be assigned three equations based on the results of SEM analysis as follows:

$$\begin{aligned} \text{JobSatisf.} &= 0.29 * \text{WorkMotiv} + 0.19 * \text{Training} + 0.36 * \text{Culture} \\ &\quad t: 2.53 \qquad \qquad t: 1.99 \qquad \qquad t: 2.42 \\ &\quad \text{Errorvar}=0,45, R^2 = 0.55 \end{aligned}$$

$$\begin{aligned} \text{WorkMotiv} &= 0.72 * \text{Culture} \\ &\quad t: 7.28 \\ &\quad \text{Errorvar.} = 0.48, R^2 = 0.52 \end{aligned}$$

$$\begin{aligned} \text{Perform} &= 0.26 * \text{WorkMotiv} + 0.11 * \text{JobSatisf} + 0.22 * \text{Training} + 0.059 * \text{Culture}, \\ &\quad t: 2.00 \qquad \qquad t: 0.82 \qquad \qquad t: 2.05 \qquad \qquad t: 0.35 \\ &\quad \text{Errorvar}=0.70, R^2 = 0.30 \end{aligned}$$

Based on the results of goodness of fit test, it is known that the statistical results based on the criteria of absolute fit indices are the Chi-Square = 0.00; RMSEA = 0.10; GFI = 0.79. Based on the criteria of incremental fit indices known that AGFI = 0.80; NFI = 0.82; CFI = 0.91; IFI = 0.91; RFI = 0.76. Based on the criteria of parsimony fit Indices known that ECVI = 3.24; AIC = 677.91; CAIC = 899.6; PGFI = 0,62; and RMR = 0.09. Based on all the test results are known, there are 9 test results from each criterion that supports research model is fit.

CONCLUSIONS

Work Motivation and Training effect on Employee Performance, but Job Satisfaction and Organizational Culture has no effect on Employee Performance statistically. It found that the determinant R2 value of 0.30 is relatively low. When the two variables were

excluded from the model equations, the value of the determinant R² will be increased. Thus it is known that variable Job Satisfaction and Organizational Culture is not suitable selected as variables in this study. The management of the companies surveyed had to try to adapt the role of Job Satisfaction and Organizational Culture to have a significant influence on Employee Performance.

Furthermore, the value of Work Motivation has the greatest influence on employee performance. Therefore, employee motivation must be maintained even should be improved through the cooperation of team members. Supervision of employee motivation and high tops that would produce peak performance.

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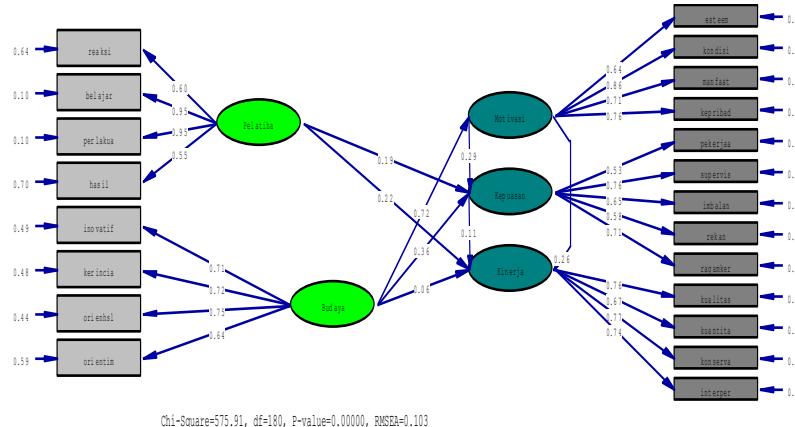
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COMPUTER OUTPUT

Basic Model



Influence of Training, Organizational Culture, Work Motivation, and Job Satisfaction on the Employee Performance at Defence Industry in the Province of West Java, Indonesia

T-value

